

Advancing Collaborative Ecological Restoration In the Southern Appalachians

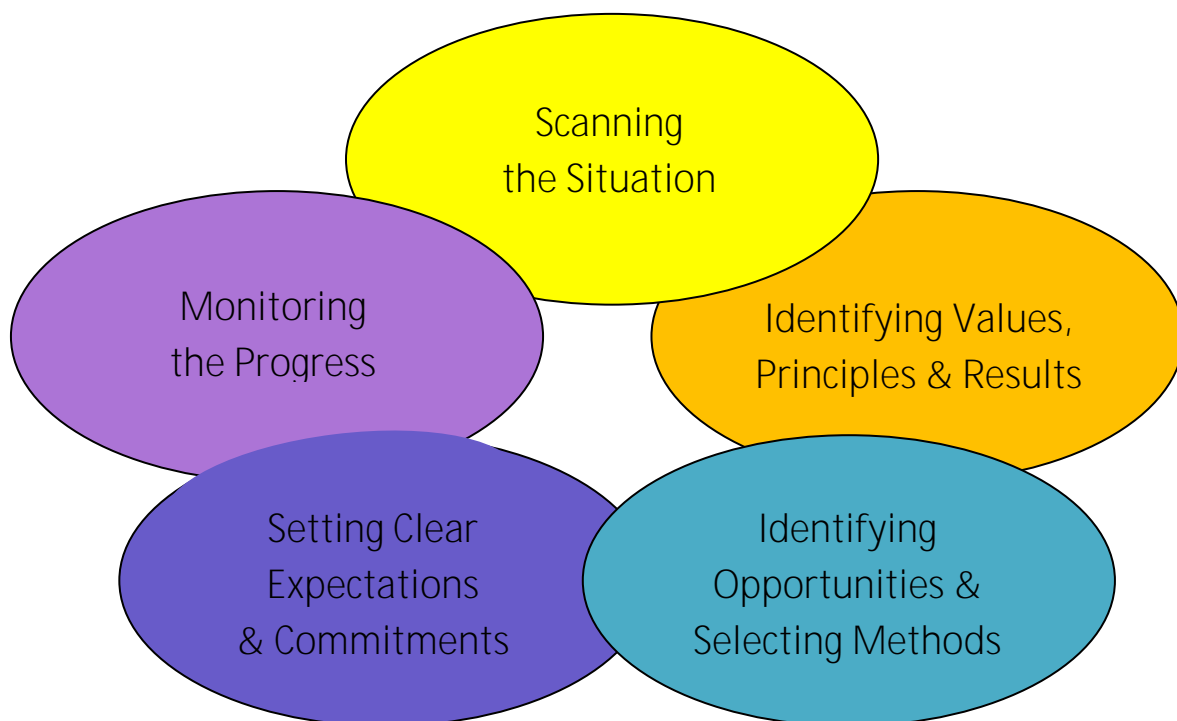
Workshop Summary Notes

June 2-3, 2010

Knoxville, Tennessee

Facilitated by the USDA Forest Service National Collaboration Cadre

Organizing for Collaborative Action



Workshop Notes

Introduction

The National Collaboration Cadre (Cadre) was invited by Liz Agpaoa, Regional Forester for the Southern Region of the U.S. Forest Service, to conduct a peer-to-peer workshop to advance collaborative ecological restoration in the Southern Appalachians. Prior to and during the workshop, Cadre members integrated and built upon existing collaborative efforts and experiences within the Southern Appalachians. Community members and Forest Service staff worked together identifying and applying key collaborative elements necessary for successful long-term, ecological restoration efforts.

The Cadre is a dedicated group of community leaders and Forest Service professionals with a broad range of public collaboration experience (See appendix J). They combine experience with established research to assist communities and national forests in collaborative efforts. The Cadre is an initiative of the Forest Service Ecosystem Management Coordination Human Dimensions Program.

The following notes are from the workshop. The appendices contain relevant information generated prior, during, and after the workshop.

Welcome, Tony Cheng, Ph.D., Cadre, Director of the Colorado Forest Restoration Institute at Colorado State University

What percentage of your challenges of ecosystem restoration is scientific or technical in nature?

What percentage of your challenges of ecosystem restoration is economic/financial/budget?

What percentage of your challenges of ecosystem restoration is politics/people/organization?

_____:

Scientific/technical (5-50%)

Economic/financial/budget (0-70%)

People/politics/organizations (20-99%)

The majority of the challenges we face in ecosystem restoration are about people, organizations, and politics. The cadre will focus on this issue today.

Ashley Goldhor-Wilcock, Ph.D., Cadre, Human Dimensions Program Lead, Ecosystem Management Coordination

- Cadre is comprised of Forest Service and community members.
- Workshops include Forest Service and community members.
- Focus on dialogue, discussion, and learning from each other.
- Here to help energize ecological restoration in the Southern Appalachians.
- Research presented to her on collaborative forest planning efforts led to formation of the National Collaboration Program Team (Cadre) and its workshops.

Jerome Thomas, Deputy Regional Forester, Natural Resources, Southern Region, presenting on behalf of Regional Forester Liz Agpaoa (slightly delayed due to weather related flight delays)

Ecological restoration is a growing grassroots movement. Citizens, managers and scientists are discovering new ways of working together towards a desired outcome. The National Collaboration Cadre has broad experience in these areas. This workshop involves learning from small group discussion. Today is about peer to peer learning.

Outcomes/expectations:

- Draft framework or strategy for advancing collaborative restoration
- Develop a coordinated network of groups and citizens to achieve restoration goals.
- Energy to form new collaborative groups.

Forest Supervisors will take lead (for Forest Service contributions) to build upon the momentum created by this workshop. Regional Office will monitor the progress and assist if/where needed. Restoration cannot happen without everyone involved. Throughout Southern Appalachians there is an abundance of successful collaborative efforts and we hope to build on those efforts and scale up to develop a framework to do more.

There are individuals who wanted to be he needs to go back and share what we developed here with our coworkers and cooperators: Move everyone ahead together.

Getting Started, Tony Cheng, Cadre

We have the opportunity here to reenergize, rethink work we are already doing and generate an environment that is a jumping off point for new endeavors. In preparation for this workshop, the cadre went around the region conducting listening sessions.

The responses were grouped into five organizing principles:

- scanning the situation;
- identifying values/principles/results;
- identifying opportunities & selecting methods;
- setting clear expectations & commitments; and
- monitoring progress.

These organizing principles serve as a roadmap for the workshop, and a way for us to organize what was heard from the listening sessions.

There is a lot going on and people are eager to see ecological restoration succeed. There are a number and collaboration is very powerful (even at the national level it is a driving force).

Our working definition of collaboration when two or more people jointly create and manage a process to define and achieve goals that could not be achieved alone is less contested.

Public Agency often acts as public is left wondering where their information went (black box idea). Collaboration is an open process self-governed and self-managed (which stretches agency people much further than normal). This workshop will provide a mix of tangible projects and bring in abstract concepts

Scanning the Situation, Bill Pell, Cadre, Staff Officer for Planning, Recreation, Heritage, and Wilderness on the Ouachita National Forest

Each of us scans the situation all the time. When you entered this room you were scanning the situation to see who was here. There is a lot of awareness, knowledge and experience here in this room that can transform our ways of thinking.

Story: 7-8 yrs ago launched plan revision, which included an intensive look at species viability; group of people sitting around discussing how to address viability, looking at utilizing spreadsheets, someone from one of the state agencies has expertise with Access databases that no else in the room did. State agency indicated it would only take 3 days to prepare such a database (basically, idea forms into

Cadre has done a modest scanning effort in the Southern Appalachians. Cadre heard the people were frustrated with pace of implementation. Lots of projects with support but something in the process stops you or slows you down. Some want more collaborative energy in their communities. Found tremendous enthusiasm to join in the collaborative effort for ecological restoration.

Often the stories carry as much as power as workshop. Invite Tom Speaks, Steve Novak, Monte Williams, and Ben Prater to tell their story. Tom always tells his

does not mix well with many people. Relationship was built on trust and project was at a very local scale.

Developing Trust and Relationships Story

Monte Williams, District Ranger, Cherokee NF It started about 5 years ago, when Ben Prater was

he was doing the right thing. Within the first couple minutes Ben said some things that changed

to challenge what we were doing but how we were doing it and monitoring it. In that moment Monte

where they standing and how to work with them.

Ben Prater, Conservation Director, Wild South Important components of collaborative effort were creativity, common ground and commitment. Creativity realized if they were only having appeal

had already been approved. It

provided them an opportunity to talk about issues on a broad scale and to focus more on the ecological context for proposed projects.

Common Ground sought areas they agreed on and places they worked together well.

Commitment each party has committed themselves to continue working together and building relationship.

Steve Novak, Senior Staff Attorney, WildLaw - Credibility was the watershed moment. In meetings, we talked about various projects going on and in process. The agency personnel came with information to

n accomplish.

Monte Williams, District Ranger, Cherokee NF This has been very productive. The frustration is how to keep this going when there is change in personnel. First major collaborative project involves 45 acres of mostly riparian loblolly pine plantation with NNIS and recreation impacts. WildLaw is working with us in a stewardship project to restore back to native community. We look at this as taking baby steps and know we have a long way to go.

Scanning the Situation Exercise, Bill Pell, Cadre

There is a map of the Southern Appalachians (and major federal lands) at each table with colored pens. As an opening exercise, please delineate ecological collaboration efforts that you know of: Indicate the geographic area, name of project, purpose and partners.

Small group discussions with map (See appendices for detailed notes)

Monitoring the Progress, Tony Cheng, Cadre -

use your worksheet to accumulate the information you have recorded, organize it and send it back to you. Need for more structure and systematic approach.

Backside of five question worksheet, answer these questions:

1.

Examples include:

- Personal conversations with members of the team, depending on how it goes the information might be shared with the group
- Yearly meetings with follow-up meetings in each season to assess target situation.
- Monongahela, GWNF have plans, expectations and estimates meetings annually. We tell them what we are doing in our coop agreement each year and they give initial feedback. Then we have follow-

What about monitoring biological parameters? Scientists often disagree with relationship decisions.

Monitoring attached to the situation because you may assume everyone is on the same page. Step back and look at what assumptions are driving that and the indicators that make you say we need to do it different or better.

We will do collaborative monitoring of this workshop. Why are you here? What do you want to leave with? Jot down what are the three indicators that you will leave this workshop with something of value. How many indicators are enough? Group agreed that five can be diverse and robust enough that things are headed in the right direction.

Collaborative Monitoring of this Workshop

What are the 3 indicators that you will leave this workshop with something of value?

- Regional structure or coordinating mechanism developed to complement local projects/efforts.
- Commitment of money.
- This workshop helps me know how to ask the right questions.
-
- List of broad scale regional priorities, i.e., watershed aquatic.
- Identify hard issues, not just the easy ones.
- Opportunities/ideas for collaboration.
- Civil discussions on contentious issues, overcome distrust.
- Create new contacts and strengthen existing ones.
- Clear vision of next steps and commitment to the process.
- FS leave with good solid tools to implement to get public engaged in collaboration.
- FS will find resources to make commitment to local monitoring for good adaptive management.
- We will break out into some forest/project levels or into bigger project groups.

Tony - Sees desire for more regional approach. Keep talking to cadre about concepts and ideas and we will address that this afternoon. We will go with wherever the energy is.

How the workshop will work this afternoon:

Break out by Forest

Break out by multi-state initiative

Better understanding of views

Look at common ground, such as interest groups, then followed by larger groups

Values, Principles, and Results, Tommie Martin, Cadre, Gila County Supervisor, Arizona

elements to all groups: communications, control, trust & acceptance, and process.

There are groups that are more effective and I will tell you why.

What kind of time goes into and what time *should* go into these resources?

Four common elements that go into any effort:

1. Communication;
2. Control;
3. Trust and acceptance; and
4. Process.

Trust and acceptance needs far more attention. Communication, control, and process can be lumped together.

no replacement for that. We often jump to the answer rather than working on the process.

Communication takes a significant amount of time. Communication has to do with listening, and less talking.

When moving into a collaborative process, leave everything at the door, and listen to each other. Giving up control may allow the process to go forward to establish trust and acceptance. We may not necessarily know how to build trust and acceptance, the key is a facilitator, who facilitates the process. How much control should an agency relinquish on projects; agencies can give up control but not authority and is important to distinguish. Control is positive, but at operational perspective, giving up control fosters trust and acceptance thereby allowing the process to move forward.

Organizational Development a fully functional group rests on a solid base of trust and acceptance. If agency. Authentic communication s on listening. Listen to seek to understand, and then to be understood. We are listening to respond, instead of listening to hear. Read Stephen R. Covey on listening.

Authentic Communication -- seek to understand then to be understood (Stephen R Covey)

Five levels of communication

- 1) Cliché conversation
- 2) Report the facts
- 3) I think level Some of me is getting in the conversation. People can share their thoughts, possibly agree.
- 4) I feel level wandering generality or a meaningful specific)
- 5) Communication without words Get where you want to go without words.

There is the risk of being outside the box, outside of comfort zone; success must have both parties communicate (talk), need to listen a lot before can communicate; more trust and acceptance can help understand professional limitation that we work under - of what we can and cannot do. Imagine being dumped in a foreign country with limited knowledge of their language, more listening to learn to speak; you o find a pathway and get beyond me vs. them to us. A collaborative setting can be seen as taking a risk

Exercise: Small group discussion of values/principles/results:

1. Values in collaboration: open, inclusive, multi-stakeholders, simple honest communication, science based approach, commitments, accomplishments through active mgmt, science, civility, respect, honest, trust, vested in project and process, transparency, common ground, relevance, respect for human/non-humans, long-term health and functional, science based

2. Principles (behavior): commitment (long-term process, adaptive mgmt), honesty integrity cooperation, respect good listener, not use against, be engaged, be respectful, active listening, repeat statement, not personal about issues, everyone gets a turn, group ownership, concentrate on what is right, best interest of forest and community, greater good, economically, stability, compassion, understanding, efficiency, open information.
3. Results: healthy watershed resilient ecosystems, project implemented on ground, increase species, trust, long-term relationship established, achieved level of trust, new collaborative, measurable results, healthy ecosystems, definable, understandable/communicable, monitoring results, learning, community relevance, acceptable compromise, locally relevant, made a difference, invitation to speak at workshops, legitimacy, replication of efforts elsewhere, everyone benefits, time well invested

onsible agency sitting at the table with the other stakeholders. The new paradigm is the Need Driven Collaborative Process .

At the listening session on Cherokee NF, the Cade met with Tom Speaks who has experimented with a JEDMC /PDM

- Involvement of the private sector.
- Pre-disaster mitigation and emergency preparedness.

Accomplishments of CBBC:

- Diverse interests working together.
- Multiple areas of consensus.
- Unification of Congressional delegation.
- Over \$50mm in new money.
- Increasing number of acres treated.
- Involvement of Colorado legislature.
- Identification of priority acres.
- Public acceptance.

The Charter has now been revisited and changed.

iving document.

In the pine beetle example who was responsible for the initial collaborative process it was a natural unified goal meeting, it is now self-facilitated.

SMALL GROUP BREAKOUT

How is the breakout information being used?

isions to be made here, so much needs to be possible.

needs. Our objective is to serve the field.

Divide into groups developed yesterday. Developing your charter will help you have a document you can refer to and is very important. This is the right foundation to lay down for any collaborative effort.

Report Out From Small Group Discussions

South Carolina and Georgia

The group has agreed to move forward together. In talking about purpose, we generated a list of areas, so then we came up with a broader discussion. What needed to be addressed is community involvement. One of the most important things about collaboration is shared learning.

Purpose: Increase community involvement, commitment, communication, commitment to resources in S. App.

Areas of Focus: NNIS, Fire, Hemlock wooly adelgid, forest resiliency, chestnut reintroduction, pro-active mgmt of PETS, water quality

Desired Outcomes: A shared vision of what S. App ecosystem should be

Partners:

involved, adjoining landowners

Timeframe: 120 years, meet at least quarterly or frequency dictated by urgency/needs, change over time as group determines

Decision: Group decides on decision, no consensus no decision

Authorities & Limitations: None by group initially

Resources: Resources individual groups bring to the table

Accountability: Obey laws

Commitment: To be determined

Daniel Boone NF, KY

Area of Focus: Redbird Ranger District. Red Bird River provides many opportunities for ecosystem restoration. Scale watershed and the Red Bird River present opportunities for a landscape conservation plan for the entire area. Plan would be an overall landscape restoration plan in one of the poorest and most neglected parts of the country. Two counties on Redbird District are two of the poorest counties in the U.S.

Manage for fire, native species. We could take model forest-wide if it works on Redbird. Red Bird River itself is in decent shape. Agriculture is primary negative effect even though lots of coal mining takes place there. Mining areas have been written off by conservation world, but good things can be done there (esp., replacing fescue with native grasses and shrubs).

Partners:

-users,

ATV/off-road users, office of surface mining, KY for Commonwealth, NRCS, Sierra Club, Duke Energy, Southern Company.

Authorities & Limitations: Meeting on June 14 to determine. Not enough people at Knoxville mtg. to know yet.

Tennessee

Some of the members of actual steering committee were in our meeting and a few new folks, we have spent a great deal of time on our Charter and we have worked really hard on. We potentially have a new steering committee member, discussion on projects and future partners for funding. We invited all in the room to come and participate in the future meetings. There are 12 members a small group of folks were drafted and then others were brought in to fill the gaps. The first thing the steering committee did was to do a self assessment to see if everyone was represented and to relook at the case study to make it theirs.

North Carolina

A restoration focus group has already been established. We had public meetings in 2008 in which the larger stakeholders were invited to attend, with 6 broad areas. There is a membership of 11/12 selected by the Forest Supervisor. The group was reluctant to go thru Charter exercise because the smaller

each area and no timeframes.

tion of their purpose; there

between getting things done on the ground and building trust and relationship. There are concerns with capacity and commitment

the stakeholders not enough dialogue. There are accomplishments within the smaller steering committee but t
oor communication.

There has been some success with HWA. Early succession habitat is of great concern and also of contention in NC. Implement the EA that was signed to treat HWA. We spent time discussing what are those issues and how do we solve them.

Are we trying to deal with the human communities charge from the Forest Supervisor is to extend beyond the FS lands. The smaller committee has had field trips intended to look at the issue but the

Virginia and West Virginia

Started building relationships last night and are ready to move forward with what they are learning here. Conservation rep and industry rep worked with agency to try to find common ground. Wanted to leave with something to do and will start building a collaboration team. Who will be involved? Will bring this to FLT along with some stakeholders and then send invitation letter. On a smaller scale would like to initiate some baby steps. Proper time to include stakeholders is before a project is scoped.

Staff is committed to collaborative planning. Some projects are already a collaborative effort.

completely different from the way we are today. There is a significant quantity of old clear cuts that

need some type of treatment, how do we go about dealing with those parts of the forest that are in that mid-stage of coming out and need thinning treatment or whatever type of activity would be needed as a possible start to begin these collaboration projects. Use collaborative process as a beginning point.

Alabama

AL people met with the regional group. Stephanie Neal Johnson (acting Forest Supervisor) Bankhead NF has about 10 years behind them working with a charter process. They hold quarterly meetings and will be hosting one the end of June.

Regional group – Water/Watersheds

Watersheds, headwaters, aquatics are issues. Patterns and process on the landscape. Fire on the landscape. National disturbance on the landscape. Monitoring and adaptive management.

Communicating.

Purpose: Elevate & address Southern Apps water issues by creating a unified voice, by bringing a strategic focus now and in the future and engage partners in ways that bring value.

Areas of Focus: All lands public and private, & ultimately involve all 7 states, but in the near term:

what climate change is going to do, and already citizen lead projects that exist). Promote more strategic use resources (aquatic conservation and restoration strategy & other partner input).

Potential List of Partners: River Keepers, Trout Unlimited, State Water Coalition, NRCS/EPA, County Commissioners/Planning Boards, Landowners, Citizen Groups, Am Hiking Society. Valued added, not duplication, can we get more resources \$ by working together? A lot are already working across multiple states and what would be the benefit to them in a broader effort. Need to get started but

Question: Do you see a need for a separate water group in the region?

Answer: We felt water and aquatic views even globally that we have a great story to tell just on water, and can launch a great campaign on it.

Regional group

Provide collaboration on ecological restoration structural and species diversity across the landscape in the Southern Appalachians. Provide a blueprint to allow all groups to have equal seating at the table and to provide input.

Formed to provide more widespread and openness early on in the project. How do we leverage more

One real stumbling block, there is a real need for trust building and process around structural diversity, launching this umbrella to provide some starting structure and framework. This umbrella would provide movement to the structural diversity issue. Being able to elevate our needs known at the national level would be critical.

Enabling and clearing the way for restoration in a strategic way. Implementing projects and monitoring information to create feedback for education to build support for those resources for getting more of those activities on the ground.

How to move forward and what are the next steps? Dovetails with other questions, what is next? This discussion and process has been useful and productive, but ashamed if we walked out of the room with only notes. There is a real need for a regional restoration effort going into the future. The regional landscape includes a lot of the issues that we face with ecological restoration at some of the local issues.

There is a lot of talk about a process piece (setting up a regional umbrella group) and a substance piece. Possibly we need to do a little more work to see if we need slightly different approaches. The regional working group steering committee chartered technical teams (fire, understory) and went and worked on those and then brought back to the larger group.

The umbrella was the substance of this collaboration focusing on policy and changes to clear the way for the boots on the ground projects to assist in getting the work done. The leap that needs to be made, the specifics of the topic: landscape issue covers a lot of the restoration issues at the local level. We make the leap and include this as a true umbrella of issues that transcend local level to carry forward the issues that need structural diversity. Funding and economic structure that needs regional effort that moves forward after this meeting is over.

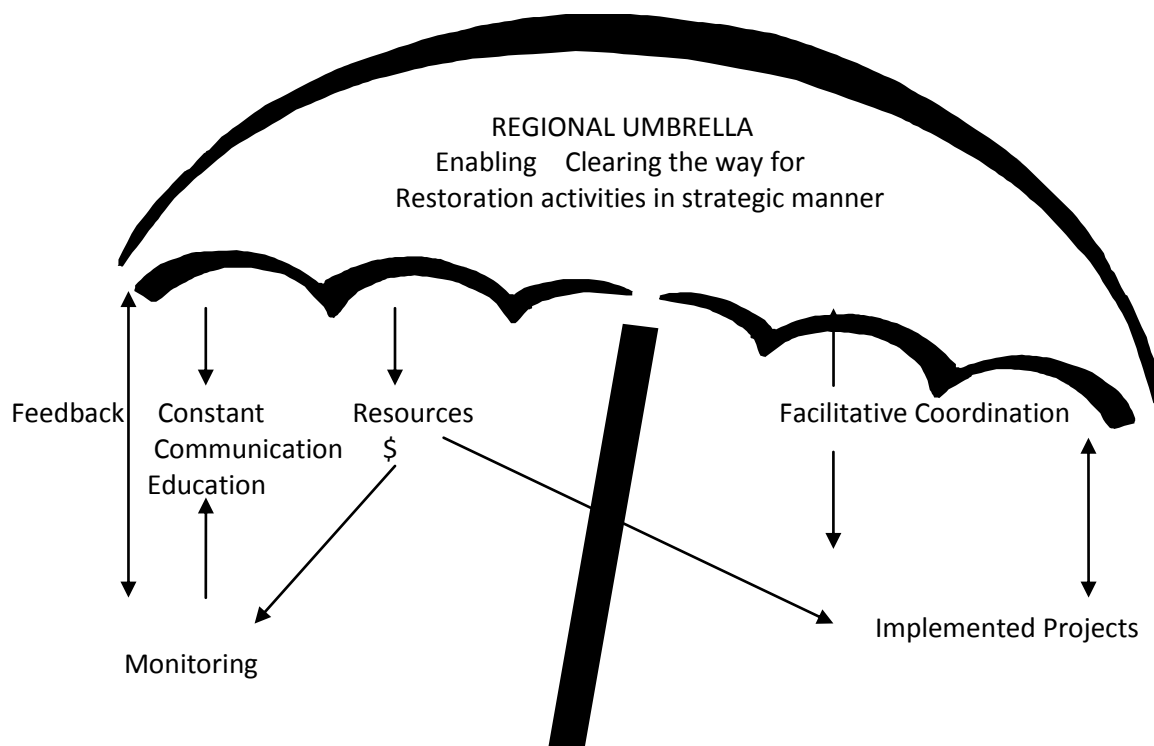
We need a group to charter this regional level approach and look at the common ground that needs to be approached. The charter would say how we continue. Recommends two people serve as co-models.

Interested in Regional Umbrella, put contact information, co-conveners not being FS and set a date.

At the least that group and any interested people should try to flush out that contract. SAMAB meets every November and they are an umbrella.

The umbrella was for the entire Southern Apps restoration. Hugh Irwin volunteered to be a co-convenor. Judy Francis volunteered to serve as a SAMAB Rep, but suggested that the meeting be facilitated by a Cadre member.

Co-conveners for follow-up conference call Hugh Irwin, Judy Francis (recommends we have a professional facilitator)



Tony Cheng

Referenced Elinor Ostrom - studied cooperative behavior vs. defect. Reciprocity put your chips on the table in hopes that others will do the same. This leads to trust. The choice to reciprocate is a human genetic behavior.

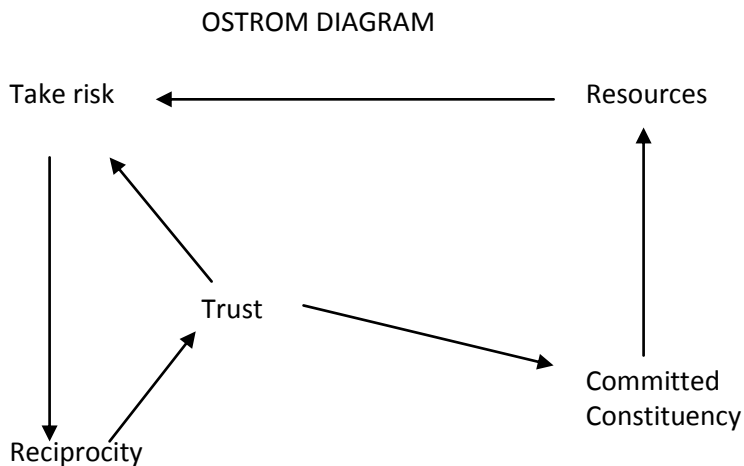


Figure 2, pg.13 from Ostrom, Elinor. 1998. A behavior approach to the rational choice theory of collective action: Presidential Address, American Political Science Association, 1997. American Political Science Review 92 (1):1-22.

Trust builds a committed constituency which garners more resources to make more things happen which allows people to take more risks. All parties need to be putting something on the line! All parties need to take a risk and let go.

Gary Severson, Cadre Collaborative efforts will take place at different scales. Some will be making trips to get money, some working on the ground. This group moment. Keep the energy.

Tony Cheng, Cadre Asked participants to identify one thing they are committed to do in the next 7 days that Write in on a sticky note and place it on the map of projects. (See appendices for list.)

Each participant was asked to complete a post workshop survey.

Workshop Adjourn